

# ACTIVITY REPORT

# 2023

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FGVces annual activity report,  
Center for Sustainability Studies  
of the Fundação Getulio Vargas, 2023

Cover photo: Pedro Paquino (Agência EDN)



Photo: Pedro Paquino (Agência EDN)

## SUMMARY

MESSAGE FROM THE COORDINATION



ABOUT THE CENTER FOR SUSTAINABILITY STUDIES OF FGV

### IMPACT ACTIVITIES

- ADAPTATION, RESILIENCE, AND DISASTER RISK MANAGEMENT
- AGRICULTURE AND FOOD
- VALUE CHAINS
- CLIMATE CHANGE
- LOCAL DEVELOPMENT
- EDUCATION FOR SUSTAINABILITY
- SUSTAINABLE FINANCE
- EXECUTIVE TRAINING
- BUSINESS MANAGEMENT
- LIFE CYCLE THINKING

### ACADEMIC PRODUCTION

### COMMUNICATION AND MOBILIZATION

### PARTNERS AND SPONSORS

### TEAM

## MESSAGE FROM THE COORDINATION

Over the last 20 years, a lot of people have said YES to FGVces, and the combination of these many YESes has made it possible to carry out hundreds of studies, surveys, courses, disciplines and high-impact projects. I am extremely grateful to all the people who have been and still are part of our team, as well as the partners and supporters who have accompanied us on this journey, which completed two decades in 2023.

Fortunately, we have never been alone on this journey and we have built on the work of at least one generation of visionaries, environmentalists and human rights activists who, as far back as the 1960s, were already warning of the risks of the hegemonic mode of production and consumption on the limits of the planet. Even within the FGV in São Paulo, professors José Carlos Barbieri and Luiz Carlos Merege were already working on the issue. In Rio, Professor Aldaíza Sposati coordinated the research center on sustainable development.

Time went by and the accumulation of understandings about the relationship between natural and social processes (including economic ones), with solid roots in science, led to the sustainability agenda acquiring its current scale of scope and actors. We are taking part in the realization of a dream we had 20 years ago.



However, faced with immense social inequalities and the environmental changes we are causing on a large scale, we are forced to review our mission and question the role of academia - which includes FGV and FGVces - in the present and in building futures. This motivation runs through our researchers and leaves its mark on our projects. And in 2023 we had many of them.

As we'll show you on the following pages, we continue to work on many different fronts, collaborating with national and international partners, producing knowledge, training people and strengthening the field of management for sustainability.

What unites so many actions is our willingness to imagine new frontiers of development and to bring together people and organizations that, like our team, are committed to a development project that effectively addresses solutions to the challenges of sustainability.

Enjoy your reading!

**Mario Monzoni**



VIVA  
LONGA  
AO  
Gvces

## OUR ACTIONS

### WORK PROFILE OF THE CENTER FOR SUSTAINABILITY STUDIES OF THE GETULIO VARGAS FOUNDATION (FGVCES)

The EAESP FGV Center for Sustainability Studies (FGVces) produces knowledge, strategies, policies and management tools for sustainability.

It was founded in September 2003 and, since then, its team has dedicated itself with excellence and creativity to expanding the frontiers of knowledge and contributing to sustainable development.

The results of all the Center's initiatives are expressed in public goods, delivered to society through products and publications that materialize in different forms, including: business guidelines, management tools, indexes and indicators, contributions to public policies, information platforms and databases, forums and workshops, and multimedia content.

The Center's work is networked and multi-sectoral. It liaises with companies, governments, multilateral organizations, academia and civil society.

Its team, made up of around 60 people from a wide range of backgrounds and professional backgrounds, work mainly on the following major issues:

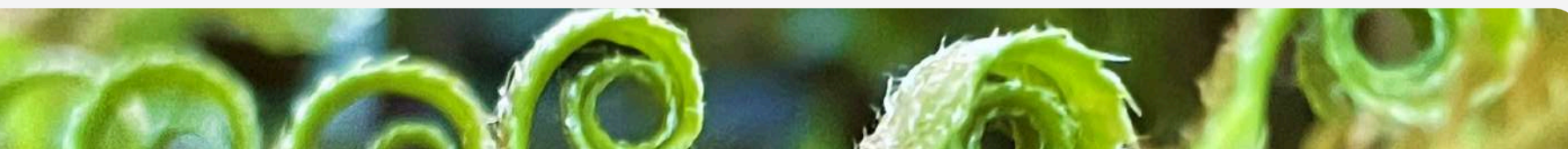
- **ADAPTATION, RESILIENCE AND RISK MANAGEMENT**
- **VALUE CHAINS AND MSES**
- **LOCAL DEVELOPMENT**
- **EDUCATION FOR SUSTAINABILITY**
- **SUSTAINABLE FINANCE**
- **CLIMATE CHANGE**
- **ECOSYSTEM SERVICES**
- **WATER RESOURCES**



FGVces Team, 2023

**ACTIONS****FINANCIAL STATEMENT**

FINANCIAL RESULTS (in millions of reais)	2022	2023
Income (research projects, training and technical advice)	19,9	16,7
Direct costs and expenses of internal support areas	16,5	15,0
FGV indirect / administrative expenses	1,9	2,3
RT / Deficit at December 31	1,5	-0,6



## 20 YEARS OF FGVCS

### 20 YEARS OF HISTORY AND THE FUTURE TO COME PATHS FOR SUSTAINABILITY AND FGVCS

Aligned from the outset with the challenges of its time and committed to continuing to expand the frontiers of knowledge in the times to come, the history of FGVces is intertwined with the trajectories of the sustainability agenda and socio-environmentalism in Brazil.

This history turned 20 in September 2023 and was celebrated in the presence of hundreds of friends, partners, organizations and people who were and are part of our journey.

We reserved the opening of the event to honor the past, looking back on the great milestones of the last two decades, but we also reserved special moments to address the urgencies of the present time and the imperative need to use our creative power to make possible futures that deserve and can be lived by everyone.



Photos: Arthur Boccia

Fernanda Carreira speaking at the event. On the left, musical intervention



Ana Coelho and Annelise Vendramini



Mario Monzoni, FGVces general coordinator



Panel discussion mediated by Mariana Nicolletti

What happened was a call to hope, from Paulo Freire. “And hope from the verb *esperar* (to wait) is not hope, it's waiting. To hope is to get up, to hope is to go after, to hope is to build, to hope is not to give up!” (Pedagogy of Hope: A reunion with the Pedagogy of the Oppressed).

Jerá Guarani, a Guarani Mbya farmer and leader of the Tenondé Porã Indigenous Land, Livia Conduru, creator and executive director of the Biennial of the Amazons, and Arilson Favareto, a professor in the Postgraduate Program in Territorial Planning and Management at UFABC and coordinator of Cebap's Center for Research and Analysis on the Environment, Development and Sustainability, made up the panel of dialogues.

Held in São Paulo, in the MASP auditorium, the event was made possible with sponsorship from Natura, Nestlé, Itaú, Braskem and Gerdau; co-sponsorship from Alcoa and Rockafé; institutional support from AmBev; and, finally, support from Aflorar.

The recording of the event is available on our YouTube channel. Access it [here](#).

# HIGH-IMPACT INITIATIVES



ADAPTATION, RESILIENCE, AND RISK MANAGEMENT



AGRICULTURE AND FOOD



VALUE CHAINS

CLICK HERE 



CLIMATE



LOCAL DEVELOPMENT



EDUCATION FOR SUSTAINABILITY



SUSTAINABLE FINANCE



EXECUTIVE TRAINING



CORPORATE MANAGEMENT



LIFE CYCLE THINKING

PROJECTS

# ADAPTATION, RESILIENCE, AND DISASTER RISK MANAGEMENT

- **LESSONS LEARNED AND CHALLENGES FOR DISASTER RISK MANAGEMENT RELATED TO EXTREME RAINFALL IN BRAZILIAN MUNICIPALITIES**
- **CHECKLIST OF MUNICIPAL COMPETENCIES FOR CLIMATE CHANGE ADAPTATION, RESILIENCE AND DISASTER RISK MANAGEMENT**



## LESSONS LEARNED AND CHALLENGES FOR DISASTER RISK MANAGEMENT RELATED TO EXTREME RAINFALL IN BRAZILIAN MUNICIPALITIES



Risk zone in the Cajazeiras neighborhood, Salvador / BA

The objective of this project is to mitigate the impacts and risks associated with extreme climate events resulting from excessive rainfall. In this context, in 2023, the team developed three case studies examining municipal responses to extreme weather events in Petrópolis (RJ), Franco da Rocha (SP), and Itabuna (BA). Additionally, an in-depth study in Salvador (BA) explored opportunities to enhance the effectiveness of the Community Centers for Protection and Civil Defense (NUPDEC).

Through a bibliographic survey, along with interviews and discussion groups involving individuals from municipal administrations across various departments, representatives of civil society, and specialists, information was cross-referenced to identify challenges and lessons learned from municipal experiences in disaster risk management (DRM). This process aimed to generate contributions for planning and implementing adaptation and DRM policy based on a territorialized approach and anchored in social participation at the municipal level.

Another highlight was the facilitation of an exchange of experiences regarding environmental and climate education programs (PEAC) among Salvador (BA), Petrópolis (RJ), Santos (SP), and Teresina (PI). This meeting, which involved the participation of the Alana Institute, resulted in a report outlining the challenges and opportunities for the development and/or enhancement of municipal PEACs.

To gain further insights into the project, click [here](#).

São Carlos St., Franco da Rocha (SP),  
the site of the landslide disaster in 2022

**GENERAL COORDINATOR**

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Regina Alvares

Rita Vieira

**FINANCIER**

FGV

**PARTNERS**

CEMADEN

Secretariat for Sustainability, Resilience, Welfare, and  
Animal Protection (SECIS) of Salvador

Municipal Government of Franco da Rocha

Municipal Government of Itabuna

Municipal Government of Petrópolis



## CHECKLIST OF MUNICIPAL COMPETENCIES FOR CLIMATE CHANGE ADAPTATION, RESILIENCE AND DISASTER RISK MANAGEMENT

Public managers, technicians, and municipal government teams are increasingly confronted with the necessity of comprehending their current status regarding climate change adaptation and disaster risk management. The tool created within the framework of this project aims to address this need by guiding municipal administrations on the essential skills to be cultivated for effective action in these areas.

The product was developed through a comprehensive literature review and the systematization of competencies and their components, supplemented by interviews with experts. Following the creation of an initial version of the checklist, the team performed an adherence test with two municipalities—Franco da Rocha (SP) and Muriaé (MG)—prior to the release of the final version.

The checklist will be accessible on an online platform with public access and will encompass, in addition to the list of competencies, reference materials and a Maturity Index for municipalities to conduct self-assessments. A condensed version of the tool has already been introduced as part of the AGP Climate Action the Votorantim Institute at COP28, which took place in the United Arab Emirates.

To gain further insights into the project, click [here](#).

Franco da Rocha (SP)



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### RESEARCH TEAM

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Mariana Machini

### FUNDING

Instituto Votorantim

# AGRICULTURE AND FOOD

- **MUNICIPAL AGENDAS FOR URBAN AND PERI-URBAN AGRICULTURE**
- **CONVERTE-SE: PROMOTING THE TRANSITION TO ORGANIC PRODUCTION THROUGH FAMILY FARMING**



## MUNICIPAL AGENDAS FOR URBAN AND PERI-URBAN AGRICULTURE

In 2022, Brazil assumed a pioneering role as the first country to collaboratively formulate a guide for municipal agendas on urban and peri-urban agriculture (UPA) within a national context.

Continuing the initiative, in 2023, the research team conducted the “Panorama of Municipal Agendas for Urban and Peri-urban Agriculture,” which offers an unparalleled survey of Brazilian cities regarding urban and peri-urban agriculture. Additionally, four case studies were produced to assess the benefits of this practice in Manaus (AM), Natal (RN), Osasco (SP), and the Federal District.

The project encompassed three regional outreach trips to Natal, Brasília, and Manaus, as well as an innovative training program for political leaders in urban and peri-urban agriculture in Natal and its metropolitan area. Additionally, a report was generated regarding the initiative's knowledge dissemination efforts in Salvador (BA) and Fortaleza (CE).

Finally, it is important to emphasize the contribution to Decree No. 11,700, published on September 13, 2023, which reinstates the National Program for Urban and Peri-urban Agriculture. The project's knowledge production significantly informed the development and finalization of the Decree's text.

To gain further insights into the project, click [here](#).



Launch of the National Urban and Peri-Urban Agriculture Program



Presentation of the "Overview of Municipal Agendas for Urban and Peri-Urban Agriculture"



Training sessions with political leaders on urban and peri-urban agriculture in Natal and the metropolitan area.



Jéssica Chryssafidis at the Global TEEBAgriFood Symposium

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#### FUNDING

TEEBAgriFood / UNEP

European Union

#### PARTNERS

TEEBAgriFood / UNEP

Ministry of Development and Social Assistance, Family, and Fight Against Hunger (MDS)

Ministry of the Environment and Climate Change (MMA)

Ministry of Agrarian Development and Family Agriculture (MDA)

Ministry of Labor and Employment (MTE)

Institute of Research and Statistics of the Federal District – IPEDF

(Coordination of Environmental Studies)



Political advocacy initiatives in Rio Grande do Norte and Fortaleza (left)

## CONVERTE-SE: PROMOTING THE TRANSITION TO ORGANIC PRODUCTION THROUGH FAMILY FARMING

Completed in 2023, the project advanced organic conversion among family farmers and reinforced the organic food value chain in Brazil, emphasizing principles of fair trade, environmental conservation, and food and nutritional security.

The year's highlights encompass the collaboration with schools within the municipal network of São Paulo to enable the direct procurement of products from family farming. This initiative also featured a workshop attended by approximately 30 participants and the release of a publication detailing the project.

The document, also available in English, outlines the training trajectory of farmers throughout the project and offers collaboratively developed recommendations to enhance food systems, thereby improving conditions for the conversion of producers.

For further insights into the project, click [here](#).



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### FUNDING

Carrefour Foundation and Carrefour Group Brasil

Training workshop (below) and commercial outreach initiative with family farmers and the administration of the São Paulo Early Childhood Education Center (on the left)



# VALUE CHAINS

- **ANCHORING SUSTAINABLE VALUE CHAINS IN BRAZIL**
- **SAFEGUARDING HUMAN RIGHTS WITHIN THE FOREST RESTORATION FRAMEWORK**
- **ENSURING A LIVING WAGE: A CASE STUDY OF THE COFFEE INDUSTRY IN BRAZIL**



## ANCHORING SUSTAINABLE VALUE CHAINS IN BRAZIL



Ana Coelho (FGVces), Rafael Hoyuela López (Spanish Chamber of Commerce), and Beatriz Luz (Exchange 4 Change Brazil) at the project launch

Over 18 months, this initiative seeks to enhance management practices for sustainability and the circular economy among Brazilian small and medium-sized enterprises (SMEs) involved in the value chains of two major organizations: Telefônica Vivo and Iberdrola Neoenergia.

The project is advancing on three primary fronts: (1) Capacity development; (2) Knowledge production; (3) Networks and exchange. In the first area, notable achievements in 2023 included the initiation of a workshop series for 40 SMEs that are partners of the anchor companies, as well as the execution of a sustainability assessment for these same SMEs.

In the realm of knowledge production, the team committed itself to establishing benchmarks for the creation of a report on the circular economy within Brazilian value chains, scheduled for release in 2024. Additionally, to enhance networks and exchanges, the project initiated meetings of the Community of Practice, a multi-stakeholder network aimed at facilitating knowledge sharing on the circular economy.

To gain further insights into the project, click [here](#).



Painel sobre economia circular mediado por Annelise Vendramini (FGVces)

### GENERAL COORDINATOR

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European Commission  
 (programa AL-Invest Verde)

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 Juliana Picoli  
 Luis Felipe Bismarchi  
 Marta Russo Blazek

### PARTNERS

Spanish Council of Commerce  
 Spanish Official Council of Commerce Brazil

Below, Beatriz Brandão (FGVces) at the inaugural event.



## SAFEGUARDING HUMAN RIGHTS WITHIN THE FOREST RESTORATION FRAMEWORK

In 2023, the team leading this initiative played a pivotal role in formulating a strategy to identify, monitor, and manage the risks associated with human rights violations within the forest restoration value chain.

To accomplish these objectives, comprehensive research was undertaken on the subject, leading to the creation of documents and protocols designed to mitigate the identified risks. Concurrently, the team initiated an awareness-raising campaign among employees and suppliers of the organizations Ipê and Biofílica, partners in the project.



Awareness-raising initiative for employees and suppliers of the organizations Ipê and Biofílica

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 Samuel de Mello Pinto

### EXTERNAL RESEARCHER

Wallesandra Souza  
 Rodrigues

### FUNDING

Biophilic Ambipar  
 Institute for Ecological  
 Research (Ipê)

## ENSURING A LIVING WAGE: A CASE STUDY OF THE COFFEE SUPPLY CHAIN IN BRAZIL

The Rainforest Alliance's updated Sustainable Agriculture Standard 2020 mandates that all workers receive at least the minimum wage established in their respective countries and enjoy all protections outlined in the Conventions and Recommendations of the International Labour Organization (ILO).

Since the change, companies are mandated to conduct an annual assessment of their employees' salaries in relation to the relevant living wage benchmark and, should any discrepancies arise, formulate a salary enhancement plan to achieve compliance with the living wage standard.

In this project, we aimed to examine, through case studies, the effects (benefits and potential risks) of the living wage approach implemented in 2020 within the Rainforest Alliance certification program in Brazil's coffee supply chain.

The findings produced by the study "Dispositions Towards the Living Wage Proposition: Baseline Report of the Rainforest Alliance Living Wage Strategy Evaluation" are publicly accessible for review.

To access the document, please click [here](#).



### GENERAL COORDINATOR

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### FUNDING

Institute of Development Studies, University of Sussex  
Rainforest Alliance

# CLIMATE

- **BRAZILIAN GHG PROTOCOL PROGRAM - 2023 EDITION**
- **“DIRETO DA COP”**



## BRAZILIAN GHG PROTOCOL PROGRAM – 2023 EDITION

The Brazilian GHG Protocol Program (PBGHG) is responsible for adapting the GHG Protocol methodology to Brazil's context and developing calculation tools to estimate corporate greenhouse gas (GHG) emissions.

The primary objective is to enhance the corporate culture surrounding GHG emissions inventory in Brazil, offering participating organizations access to international quality instruments and standards, training, technical support, and the publication of inventories in the Public Emissions Registry — a pioneering platform in the country and currently the principal reference for the voluntary disclosure of emission data at the organizational level.

In 2023, marking its 15th anniversary, the Program recorded the participation of 434 organizations, reflecting a 42% increase compared to 2022. Another notable achievement during this period was the publication of 876 inventories in the Public Emissions Registry (RPE). The comprehensive results of the cycle were presented in a report and shared at an in-person event attended by 300 individuals.

In addition to the results from the period, qualitative data gathered from a survey regarding the motivations, challenges, and trends related to the management of GHG emissions by inventory organizations were also presented.

To access these and additional materials and to learn more about the Program, please click [here](#).



Annual event to showcase the outcomes of the 2023 cycle

Photo: Royal Piti

### GENERAL COORDINATOR

Mario Monzoni

### EXECUTIVE COORDINATOR

Guarany Osório

### RESEARCH TEAM

Carolina Palazzini Bastos  
Guilherme Borba Lefèvre  
Juliana Picoli  
Lucas Cesilla

### FUNDING

434 organizações

## “DIRETO DA COP”

The *Direto da COP* series spotlights key topics discussed at the UN Climate Change Conference (COP), presenting them in accessible, engaging, and scientifically grounded language. The series aims to inform the corporate sector, captivate individuals invested in sustainability, and raise awareness among less engaged audiences.

In 2023, the second edition of the project was supported by the organizations GIFE, Brazilian Institute of Corporate Governance (IBGC), and Chapter Zero, which facilitated the dissemination and promotion of the videos produced during the 28th COP, held in Dubai, United Arab Emirates. The technical-scientific and strategic curation was once again entrusted to FGVces.

A total of 14 interviews were conducted. The following individuals participated:

- Andriela Louback (communicator and expert in Climate Justice);
- Aloísio Melo (Ministry of the Environment and Climate Change);
- Brenda Brito (Imazon);
- Daniela Chiaretti (Economic Worth);
- Carlos Nobre (Institute of Advanced Studies, University of São Paulo);
- Diogo Santos (Ministry of Science, Technology, and Innovation);
- Florence Laloë (Conservation International)
- João Alegria (Roberto Marinho Foundation);
- José Pugas (JGP Asset Management)
- Marcele Oliveira (climate negotiator);
- Marcio Astrini (Climate Observatory)
- Márcio Rojas (Ministry of Science, Technology, and Innovation);
- Rodrigo Augustine (IBAMA);
- Rodrigo Rollemberg (Ministry of Development, Industry, Trade, and Services);
- Valeria Coffee (IBGC).



Entrance to the pavilion  
hosting COP28 in Dubai



In quantitative terms, the video series reached over 18,000 profiles on Instagram and garnered 8,000 impressions on LinkedIn. Consequently, the series facilitated the dissemination of information, enhanced the quality of the debate, and fostered engagement surrounding the topic of climate change. Explore the videos [here](#).

### TEAM

Guarany Osório  
Guilherme Horta  
Marina Kuzuyabu

### PARTNERS

Chapter Zero  
GIFE  
Brazilian Institute of Corporate Governance (IBGC)



# LOCAL DEVELOPMENT

- **PROMOTING GOVERNANCE AND TRANSPARENCY IN THE BR-319 REGION**
- **GOVERNANCE AND OVERSIGHT OF TERRITORIES IMPACTED BY LARGE-SCALE PROJECTS IN THE AMAZON**
- **THE AMAZON FACTOR IN THE EXECUTION OF SOCIAL POLICIES IN THE REGIONS OF THE LEGAL AMAZON**
- **SOCIO-TERRITORIAL INFRASTRUCTURE CLASSIFICATION SYSTEM: A PROPOSAL FOR THE BRAZILIAN AMAZON**
- **DIGITAL INCLUSION FOR MANAGING THE COMMONS AND PROTECTING TERRITORIES IN THE TAPAJÓS RIVER BASIN**
- **FISHERIES AGREEMENTS AS A TOOL FOR PARTICIPATORY AND EFFECTIVE GOVERNANCE OF BIODIVERSITY RESOURCES**
- **GENDER AND FORCED DISPLACEMENTS**



## PROMOTING GOVERNANCE AND TRANSPARENCY IN THE BR-319 REGION

Initiated in 2019, this project aims to establish conditions for sustainable territorial development in the area surrounding the federal highway BR-319, whose central segment (400 km) is presently facing political pressure for paving. To achieve this objective, the project seeks to enhance territorial governance mechanisms that integrate social participation, access to information, and the development of technical, political, and financial capacities within civil society organizations and community-based associations, while also bolstering state capacities to improve the execution of public policies.

Among the most significant actions in 2023, it is important to emphasize the series of discussions conducted with key federal government agencies to promote the Territorial Development Agenda (ADT) for the BR-319 region. Meetings took place within nine federal public institutions, engaging 20 public policy managers.

Through the project, the team collaborated with the Ministry of Development and Social Assistance, Family, and Fight against Hunger (MDS) to evaluate the Social Assistance Speedboat Program (LAS).

The collaboration culminated in the creation of the “Diagnosis on the Use of Speedboats in Municipalities of Amazonas and Pará” and included support for a seminar addressing ADT and the challenges associated with implementing social assistance policies in Amazonian regions. The event attracted 45 participants, comprising representatives from the MDS and various ministries, officials from the Social Assistance Departments of the municipalities of Humaitá, Manicoré, and Careiro (the target territories of ADT), as well as academic specialists.

To gain further insights into the project, click [here](#).



Project team engaged in coordination activities at Casa do Rio



Photo: Ricardo Lisboa

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 Letícia Artuso  
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 Karine Julião  
 Nina de Almeida  
 Samir Eid Pessanha  
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**FUNDING**

Gordon and Betty Moore Foundation

**PARTNERS**

Casa do Rio  
 International Education Institute of  
 Brazil (IEB)  
 Ministry of Development and Social  
 Assistance, Family, and Fight Against  
 Hunger (MDS)  
 Federal Public Prosecutor's Office (MPF)  
 Federal Public Prosecutor's Office -  
 Amazonas (MPF/AM)  
 Transdisciplinary Network of the  
 Amazon (RETA)



## GOVERNANCE AND MONITORING OF TERRITORIES AFFECTED BY LARGE PROJECTS IN THE AMAZON

Funded by Mott Foundation since 2018, the project seeks to enhance territorial governance and independent monitoring initiatives in the Amazon through the exchange of experiences, learning, and advocacy strategies.

In its fourth phase, the project proposes a comprehensive examination of the risks linked to investments in infrastructure decarbonization, and the improvement of civil society advocacy strategies on the climate agenda. Among other notable achievements in 2023, the project produced valuable insights and recommendations through the publication of the following documents: “Independent Monitoring and the Protection of Territories and Rights in the Amazon”; “Independent Monitoring and Governance of Fishing Territories in the Amazon”; and “Financial Institutions and Socioenvironmental Risk Management in Large Logistics and Transportation Projects: The Case of Ferrogrão (EF-170).”



The project's initiatives encompass the coordination and enhancement of the Independent Territorial Monitoring Network (MTI). Through the efforts of the MTI Network, the project facilitated the exchange of experiences and the dissemination of knowledge between civil society and research institutions, while also conducting meetings and discussions with federal government agencies and strategic organizations engaged in the field of territorial protection.

To gain further insights into the project, click [here](#).



In both images, workshop on climate justice taking place at PAE Lago Grande in Santarém (PA)



## THE AMAZON FACTOR IN THE IMPLEMENTATION OF SOCIAL POLICIES IN TERRITORIES OF THE LEGAL AMAZON

Throughout the research trajectory of the Local Development program, particularly in the project “Strengthening Governance and Transparency in the BR-319 Region,” FGVces identified numerous challenges associated with the implementation of public policies in Amazonian territories. These challenges contribute to a reduced availability of public services for the population compared to other regions of the country.

These challenges generally stem from insufficient dialogue between policy designs and the environmental, geographic, sociopolitical, and cultural specificities that influence these territories, a phenomenon referred to by state and municipal public managers in the region as the “Amazon factor.”



Photo: Ricardo Lisboa

Drawing on this knowledge, the project seeks to delineate the impact of the “Amazon factor” on the execution of health, education, and social assistance policies. These sectors share a commonality in their reliance on coordinated strategies and the distribution of responsibilities among the federal government, states, and municipalities, with local governments primarily tasked with service implementation. Furthermore, the project aspires to formulate collaborative recommendations with governmental stakeholders to effectuate changes in national regulations that acknowledge the unique characteristics of Amazonian territories.

Along 2023, collaborations were formed with the Ministry of Development and Social Assistance, Family, and Fight against Hunger (MDS), as well as with state and municipal governments of the Legal Amazon, to conduct diagnostic, research, and coordination activities that will be further elaborated in the subsequent phases of the project.

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**PARTNER**

Ministry of Development and Social Assistance,  
Family, and Fight against Hunger(MDS)



## SOCIO-TERRITORIAL INFRASTRUCTURE CLASSIFICATION FRAMEWORK: A PROPOSAL FOR THE BRAZILIAN AMAZON



The project focuses on generating knowledge regarding existing infrastructures and proposals for the Amazon, viewed through the framework of territorial and sustainable development

Through diagnostic activities, research, facilitation of working groups, and bilateral meetings, this project fostered advancements in the conceptualization of socio-territorial infrastructure, identifying its essential characteristics to support the planning, implementation, and monitoring of infrastructure in the Amazon.

In the context of knowledge generation and practical proposals, the year 2023 was devoted to finalizing the documents “Socioterritorial Infrastructure Classification System: A Proposal for the Brazilian Amazon,” “Paths for Digital Connectivity in the Brazilian Amazon,” and “Socioterritorial Infrastructure in Planning Documents: Reflections on the Action Plan for Brazilian Sustainable Taxonomy and the Action Plan for Prevention and Control of Deforestation in the Legal Amazon (PPCDAm).” Additionally, the project provided insights and dissemination of knowledge regarding socioterritorial infrastructure by organizing four meetings of the Socioterritorial Infrastructure Working Group as part of the “A Concertation for the Amazon” initiative.

It is also important to emphasize the contributions made to the public consultation for the Brazilian Sustainable Taxonomy Action Plan, spearheaded by the Ministry of Finance.

For further information, click [here](#).

**GENERAL COORDINATOR**

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Kena Chaves

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Daniela Gomes

Graziela Donário de Azevedo

**EXTERNAL RESEARCH TEAM**

Carolina Derivi

Ítalo Soares

**FUNDING**

WWF-Brazil and Amazon Concertation



## DIGITAL INCLUSION FOR MANAGING THE COMMONS AND PROTECTING TERRITORIES IN THE TAPAJÓS RIVER BASIN

Traditional peoples and communities, in collaboration with civil society organizations, are increasingly leveraging digital technologies as instruments to enhance surveillance and territorial monitoring efforts in contexts marked by pressures, impacts, and threats to well-being and the conservation of sociobiodiversity.

In light of this context, the project initiated in 2023 seeks to enhance digital inclusion strategies for the protection and management of the commons in the Tapajós River Basin. To achieve this objective, funding will be allocated to 20 local organizations for the purchase of technological tools. Additionally, training and technical support will be offered.

The project initiated a Collaboration Group focused on digital tools used for territorial monitoring in the Amazon, as part of the Independent Territorial Monitoring Network (see page 30 for further details). The discussions conducted and the knowledge gained through the project's initiatives will inform a forthcoming technical study that will provide recommendations for enhancing public policies at the intersection of digital technologies and territorial monitoring.

To gain further insights into the project, click [here](#).



Photos: Ricardo Lisboa



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### RESEARCHERS

Eric Macedo  
Maria Letícia Carvalho

### FUNDING

European Union

### PARTNER

Sapopema

## FISHERIES AGREEMENTS AS A TOOL FOR PARTICIPATORY AND EFFECTIVE GOVERNANCE OF BIODIVERSITY RESOURCES

By integrating diagnostic activities, research, and collaboration with community leaders, civil society organizations, and public authorities, the project aims to analyze and formulate recommendations for enhancing governance policies and safeguarding artisanal fishing territories and aquatic ecosystems in the Amazon. This initiative has been shaped through a case study, which will culminate in the systematization of lessons learned from the evaluation process of the fishing agreement for Mamori River, located in the municipality of Careiro (AM), carried out by the team in partnership with local institutions.

By 2024, the project will finalize research on best practices in Fishing Agreements within the Amazon, conduct an evaluation of the Mamori River Fishing Agreement, and implement an outreach initiative involving governmental and non-governmental stakeholders to emphasize the significance of fishing agreements as a tool for territorial governance. To learn more about the project, click [here](#).

### GENERAL COORDINATOR

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Wilde Itaborahy

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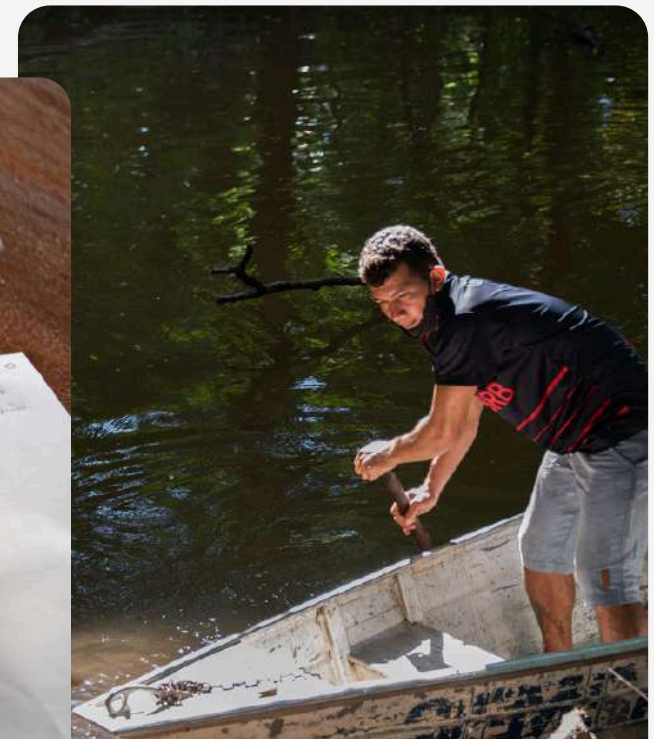
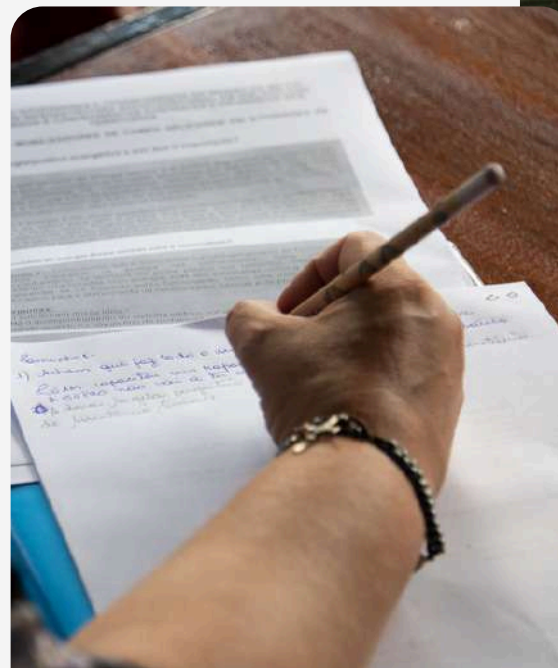
Nara Perdigão

### FUNDING

Tinker Foundation

### PARTNER

Transdisciplinary Network of the Amazon (RETA)



## GENDER AND FORCED DISPLACEMENTS

Since 2014, FGVces has been building expertise and contributing to forced displacement debate, particularly through its engagement with public institutions, entrepreneurs, diverse groups, and affected communities.

Forced displacements resulting from development projects and disasters inflict both material and immaterial harm, frequently relegating affected populations to a state of multidimensional impoverishment. Current policies and initiatives prove inadequate in addressing this complexity, leaving communities vulnerable and unprotected.

Recognizing the necessity of ensuring comprehensive protection for the rights of priority groups, particularly women, and acknowledging that specific policies and actions must be implemented, a research project was undertaken in 2023 aimed at contributing to this premise.

The research aimed to highlight the impacts on women and identify potential ways to influence environmental licensing. This endeavor aims to guide impact assessment towards a gender sensitive approach, leading to more effective measures in safeguarding women's rights.



The primary activities conducted in 2023 included:

- debates in Brasília with representatives from various federal agencies engaged in the matter;
- debates in Altamira, Pará, involving researchers from the Laboratory for Studies of Territorial Dynamics in the Amazon (Ledtam/UFGA) and municipal public administration entities;
- workshops with various groups of women impacted by the Belo Monte Hydroelectric Power Plant;
- holding of the mini-course “Women and Forced Displacement: Dialogues between Feminist Theories and Impact Assessment” at the Federal University of Pará in Altamira;
- facilitation of virtual meetings for the Collaboration Circle on Gender and Compulsory Displacements to share experiences and deliberate on methodologies for integrating gender considerations in environmental licensing and disaster scenarios.
- virtual workshops for presenting research results.

In 2024, we intend to persist in our efforts to disseminate the results and the partnerships established, emphasizing the development of potential advocacy initiatives and the management of the Collaboration Circle.

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Nina Almeida

#### FUNDING

FGV EAESP Research and publications

#### PARTNER

Laboratory for Research on Territorial Dynamics in the Amazon (Ledtam/UFGA)



# EDUCATION FOR SUSTAINABILITY

- **INTEGRATED EDUCATION FOR SUSTAINABILITY (FIS) | 2023**
- **SUSTAINABILITY IN THE FIELD: TAPAJÓS EXPEDITION**
- **SUSTAINABLE LEADERSHIP: THE RAINFOREST PERSPECTIVE**
- **SUSTAINABILITY EXPEDITION: TAPAJÓS**



## INTEGRATED EDUCATION FOR SUSTAINABILITY (FIS) | 2023



Activities conducted by FIS culminated in the creation of an affective cartography of mangroves and a pedagogical case concerning the rights of nature

FIS is an elective course available to undergraduate students at FGV-SP since 2010. Grounded in an innovative framework, its aim is to foster the development of individuals who are self-aware and actively engaged in their relationships with others and the broader community, all while emphasizing sensitivity, practical intelligence, and a theoretical foundation in sustainability.

The course spans one semester and entails the completion of two projects: the Reference Project, which addresses a genuine challenge faced by an actual company, and the Self-Project, executed through self-reflective and experiential activities.

In the first semester of 2023, the 26th FIS class developed an affective cartography that illustrates the role of mangroves in sustaining life on Earth. Due to its valuable contributions and technical merits, the material was integrated into the UNESCO Decade of the Oceans project platform.

In the second semester, the 17 students from the 27th class created a teaching case aimed at inspiring individuals to envision innovative approaches to organizational management grounded in the rights of nature.

To discover more about FIS and explore the available materials, click [here](#).

**GENERAL COORDINATOR**

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Gabriela Cotello  
Mayara Alves  
Sofia Sanchez

**GUEST PROFESSOR**

Ricardo Barretto

**FUNDING**

Cargill  
FGV EAESP  
FGV EDESP  
Orizon Institute  
OMA Environmental Assets



The discipline encompasses engaging in authentic challenges as well as reflective and experiential activities

**GUESTS**

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Amâncio Friaça  
Ana Paula do Val  
Carolina Macedo  
Guilherme Lobo Pecoral  
Isabella Santigo  
Jonas Torralba  
Luis Felipe Bismarchi  
Martin Jayo  
Mônica Picavea  
Natalia Lutti Hummel Wicher  
Rita Mendonça  
Vanessa Hasson  
Vicente Goés



## SUSTAINABILITY IN THE FIELD: TAPAJÓS EXPEDITION

Grounded in experiential group learning, the elective discipline creates opportunities for engagement with local territories and their stakeholders, fostering interaction within the group and self-reflection to inspire enthusiasm and understanding of sustainable development and sustainability.

In 2023, the educational experience occurred in the Santarém region (PA) and involved 18 students from the Business Administration, Public Administration, Law, and International Relations programs. Over the course of six days, the participants engaged in an immersive exploration of critical issues related to sustainability, development, and conservation. The class took part in visits to environmental agencies, discussion groups with local communities, and reflective dialogues within the group.

To promote diversity and inclusion, two scholarships were made available (one full and one partial) for students awarded with scholarships based on social demand across all undergraduate programs at FGV – SP, funded through a collective funding campaign.

To gain further insights, please click [here](#).

### GENERAL COORDINATOR

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Fernanda Carreira

### EDUCATORS' TEAM

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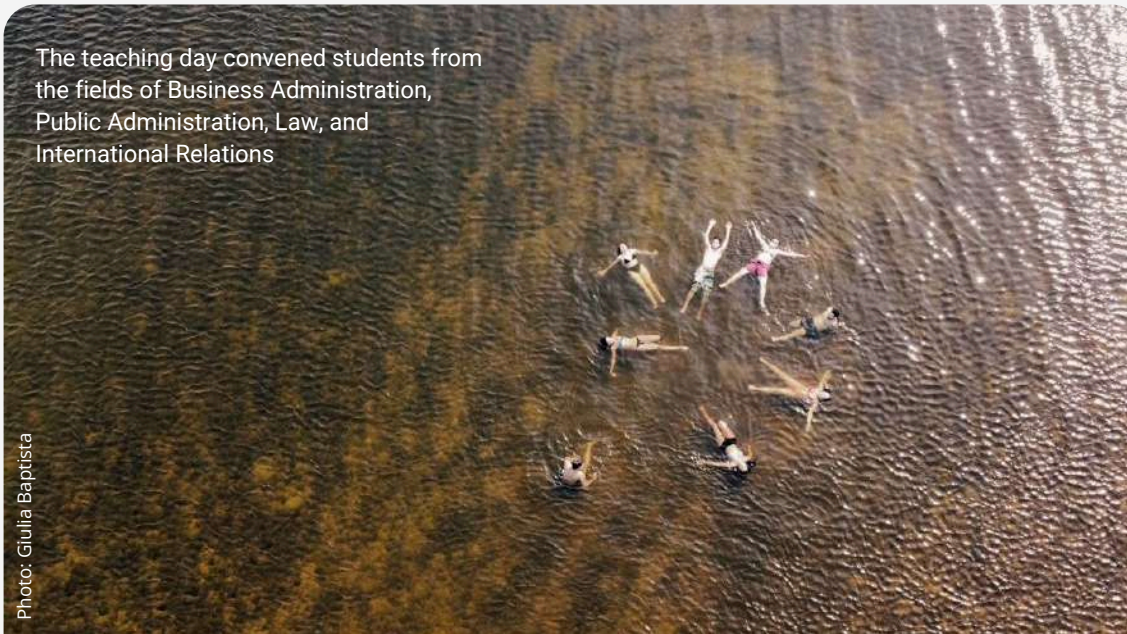
### FUNDING

FGV EAESP (CGAE), students and collective FUNDING campaign

### PARTNER

Ecotoré - Social and Environmental Solutions

The teaching day convened students from the fields of Business Administration, Public Administration, Law, and International Relations



## SUSTAINABLE LEADERSHIP: THE RAINFOREST PERSPECTIVE

Through the Global Network for Advanced Management alliance, a consortium led by the Yale School of Management that encompasses 32 international business schools, FGVces provided the course “Sustainable Leadership: The Rainforest Perspective.”

The immersive learning experience spans one week and offers insights into the concept of leadership for sustainability through engagement and interactions with diverse realities and social actors, including local communities, NGOs, and government agencies.

In 2023, three editions of the course took place in the Tapajós region (PA). A total of 44 students from various nationalities were influenced by the discipline, enhancing their perceptions and understanding of innovative approaches to exercising leadership for sustainability.

To gain further insights into the topic, click [here](#).



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### PROFESSORS

Carolina Derivi

Leticia Artuso

Ricardo Barretto

### FUNDING

FGV EAESP (Global Affairs) and students

### PARTNER

Ecotoré - Social and Environmental Solutions



Business school students engage in the immersion course

## SUSTAINABILITY EXPEDITION: TAPAJÓS

In July 2023, a cohort of 11 undergraduate students, representing various nationalities and hailing from different partner institutions of FGV EAESP, engaged in the course "Sustainability Expedition: Tapajós," an educational experience in the Tapajós River region of Pará.

For six days, the group engaged with local stakeholders, including community leaders, researchers, environmentalists, and other experts, all of whom possessed extensive knowledge of territorial dynamics and development-related issues.

The central focus of the discipline is the theme 'Sustainable Development and Its Manifestations in the Territory.' This theme, prevalent in discussions and experiences, encouraged the class to contemplate and consolidate their insights and reflections on paradoxes, challenges, and pathways.



Photos: Claus Richard Blau

The discipline fosters a learning experience in the Tapajós River region of Pará



### GENERAL COORDINATOR

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Gabriela Alem Appugliese

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Claus Richard Blau

### FUNDING

FGV EAESP (Global Affairs) and students

### PARTNER

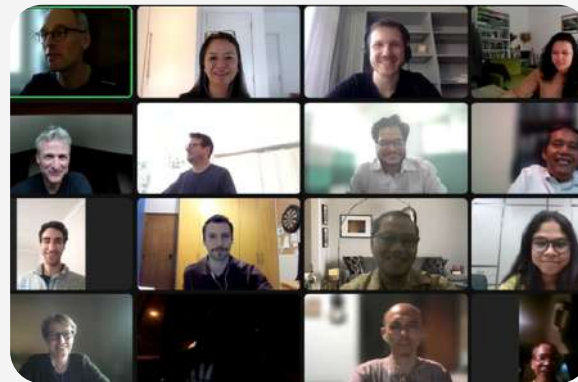
Ecotoré - Serviços Socioambientais

# SUSTAINABLE FINANCE

- **STRENGTHEN NATIONAL CLIMATE POLICY IMPLEMENTATION: COMPARATIVE EMPIRICAL LEARNING & CREATING LINKAGE TO CLIMATE FINANCE (SNAPFI)**
- **SUSTAINABLE FINANCE FOR BIODIVERSITY IN BRAZIL AND COLOMBIA (SF4B)**
- **PRODUCTIVITY AND SUSTAINABILITY**
- **BRAZIL'S G20 PRESIDENCY: THE IMPORTANCE OF BRAZIL'S LEADERSHIP IN THE BIOECONOMY**
- **OPPORTUNITIES FOR WWF-BRAZIL TO ENGAGE IN COMBATING DEFORESTATION THROUGH THE CAPITAL MARKET**
- **ACCELERATOR FOR NATURE-BASED SOLUTIONS IN URBAN ENVIRONMENTS**



## STRENGTHEN NATIONAL CLIMATE POLICY IMPLEMENTATION: COMPARATIVE EMPIRICAL LEARNING & CREATING LINKAGE TO CLIMATE FINANCE (SNPFI)



Camila Yamahaki presenting at PRI in Person, DIW's international workshop and work week in Indonesia alongside project partners

Over four years, this research project conducted studies examining how international climate finance can facilitate the implementation of Nationally Determined Contributions (NDCs) in Brazil, India, Indonesia, and South Africa. In Brazil's case, the studies concentrated on low-carbon transport infrastructure.

In 2023, FGVces released the report "Biofuels and Decarbonisation Credits in Brazil: An Analysis of the Legislative Process of Brazil's National Biofuel Policy ("RenovaBio")" and contributed to the study "The Synergy between Climate Change Adaptation and Mitigation."

In the realm of knowledge dissemination, notable events included participation in the Brazilian Public Administration Conference (EBAP) X in June 2023, where the article "'Relay Race' of Policy Entrepreneurs: An Analysis of the RenovaBio Legislative Process Using the Multiple Streams Model" was presented, and the Academic Conference of the Principles for Responsible Investment (PRI) in Japan in October 2023, where the article "Collaborative Investor Engagement With Policymakers: Changing the Rules of the Game?" was shared.

Collaborative meeting and integration session with the institutions involved in the project



It is also noteworthy to mention the work week in Bandung, Indonesia, in September 2023, alongside the other project partners, to produce the report titled “The Role of International Climate Finance in Enhancing the Channeling of Financial Flows to Sectoral Transition.”

To gain further insights into the project, click [here](#).

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#### RESEARCH TEAM

Camila Yamahaki  
Gustavo Velloso Breviglieri

#### FUNDING

International Climate Initiative (IKI)  
Federal Ministry for the Environment,  
Nature Conservation, Nuclear Safety  
and Consumer Protection

#### PARTNERS

Climate Strategies (United Kingdom)  
Institute for Climate Protection,  
Energy and Mobility (Germany)  
NewClimate Institute (Germany)  
DIW Berlin (Germany)  
The Energy and Resources Institute  
(India)  
The Climate Change Center - Institute  
of Technology Bandung (Indonesia)  
University of Cape Town - Energy  
Research Centre (South Africa)  
Vivid Economics (United Kingdom)



## SUSTAINABLE FINANCE FOR BIODIVERSITY IN BRAZIL AND COLOMBIA (SF4B)

Acknowledging that Brazil and Colombia host significant biodiversity reserves, this research and training initiative engaged and provided capacity building to representatives from the corporate, financial, governmental, and civil society sectors of both nations to implement sustainable finance taxonomies aimed at the protection and sustainable use of biodiversity and ecosystems.

In 2023, FGVces conducted a series of workshops in Brazil focused on the European Union Taxonomy for the project's target audiences. Additionally, discussions were held to gather insights on the instrument's applicability within the national context. A collection of informative videos addressing biodiversity and finance was also produced, targeting managers and decision-makers from both public and private financial sectors.



In view of the possibility of the creation of a sustainable taxonomy for Brazil, the research team assessed technical criteria that could be adopted to evaluate the substantial contribution of agricultural activities in achieving biodiversity conservation and restoration. A panel of experts was convened to deliberate on these criteria within the Brazilian context.

Finally, the project produced the study “Considerations for a Sustainable Taxonomy in Brazil with a Focus on Biodiversity,” which organizes, documents, and disseminates the knowledge generated by the SF4B project. The document was published in both Portuguese and English and was publicly launched during a webinar.

To gain further insights into the project, click [here](#).

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Natalia Lutti Hummel Wicher

**FUNDING**

International Climate Initiative (IKI)

**PARTNERS**

Greenomy (engaged by FGV)

Fondo Acción

Frankfurt School - UNEP Collaborating  
Centre for Climate and Sustainable Energy  
Finance

The series of workshops on the European Union's Taxonomy catered to the diverse audiences of the project. Below, on the left, is a webinar showcasing the study



## 2. Aplicabilidade da Taxonomia da União Europeia ao contexto brasileiro

- Estrutura
- Governança
- Escopo do reporte
- Setores econômicos
- Objetivos



## PRODUCTIVITY AND SUSTAINABILITY

The Itaúsa Institute is dedicated to promoting sustainable development through two strategic avenues: environmental conservation and productivity and sustainability.

In this research initiative, FGVces, in collaboration with FGV's São Paulo School of Economics (EESP) and FGV Projetos, conducted a study examining the interplay between productivity and sustainability to contribute to shaping the Institute's operational strategy.

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### FUNDING

Instituto Itaúsa

### PARTNERS

FGV São Paulo School of economics (EESP)

FGV Projetos

Itaúsa Institute



## BRAZIL'S G20 PRESIDENCY: THE IMPORTANCE OF BRAZIL'S LEADERSHIP IN THE BIOECONOMY

In December 2023, Brazil assumed the presidency of the G20, a coalition comprising the world's largest economies, along with the African Union and the European Union. The mandate extends for one year, during which the country will host numerous technical meetings and ministerial conferences centered on an agenda that prioritizes three key themes: combating hunger, poverty, and inequality; promoting sustainable development; and reforming global governance.

In this project, FGVces produced a report for internal use by the federal government, presenting arguments for the inclusion of bioeconomy in the G20 priority agenda. In a subsequent phase, the team commenced the development of the technical report "Stocktake of G20 Bioeconomy Strategies and Practices," in collaboration with NatureFinance, which identified bioeconomy themes that could be further explored during Brazil's leadership in the G20.



Photo: Ricardo Lisboa

Conducting a workshop to identify themes in bioeconomy



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Natalia Lutti Hummel Wicher

### FUNDING

Instituto Clima e Sociedade (iCS)

NatureFinance

### PARTNERS

Instituto Clima e Sociedade (iCS)

NatureFinance

## OPPORTUNITIES FOR WWF-BRAZIL TO ENGAGE IN COMBATING DEFORESTATION THROUGH THE CAPITAL MARKET

The FGVces research team conducted a study to provide inputs for the organization's strategy on encouraging the capital markets to adopt policies and practices to combat deforestation.

The research encompassed mapping ESG frameworks and methodologies that include the issue of deforestation and native conversion; analyzing the activities of WWF-Brazil and other WWF units in South America in the cattle and soybean supply chains; and evaluating WWF-Brazil's public stance on the matter.



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Gustavo Velloso Breviglieri

### FUNDING

WWF-Brasil



## ACCELERATOR FOR NATURE-BASED SOLUTIONS IN URBAN ENVIRONMENTS

In collaboration with the World Resources Institute (WRI) Brazil, FGVces contributed to this project by providing training to public managers from ten Brazilian municipalities engaged in the design and planning phase of nature-based solutions projects.

The training consisted of three modules: (i) Cash Flow, Income, and Expenses, with a duration of 4 hours; (ii) Financial Instruments and Sources of Funds, lasting 3 hours; and (iii) Business Models, Impacts, and Risks, also lasting 3 hours.

In addition to the training, each of the ten municipalities involved in the project was offered two one-hour mentoring sessions for every topic covered in the aforementioned modules, resulting in a total of 60 hours of activities.



Photo: Ricardo Lisboa

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### RESEARCHER

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### EXTERNAL RESEARCHER

Mariana Nicolletti

### FUNDING

WRI-Brasil

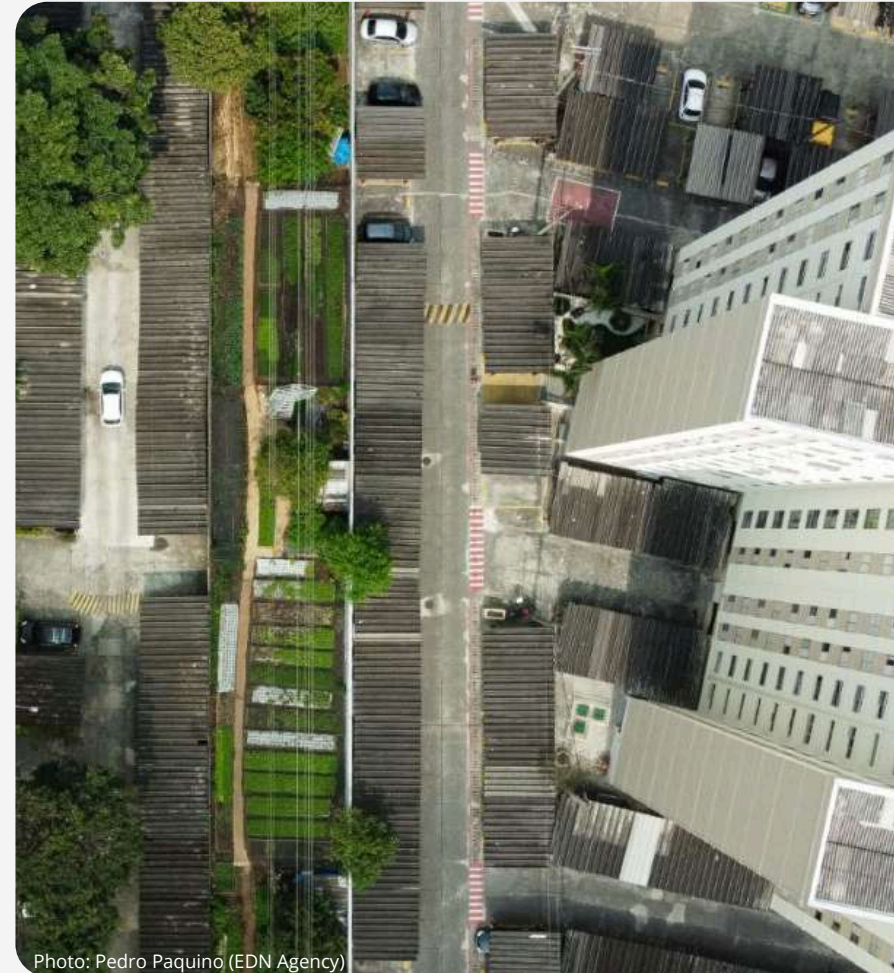


Photo: Pedro Paquino (EDN Agency)

# EXECUTIVE TRAINING

- **SUSTAINABILITY TRACK OF THE PROFESSIONAL MASTER'S DEGREE IN MANAGEMENT FOR COMPETITIVENESS (MPGC)**
- **SHORT-TERM TRAINING PROGRAMS FOR KNOWLEDGE DISSEMINATION**
- **APPLICATION OF THE GAME "CELSIUS - THE 2 DEGREES CHALLENGE" IN THE CEO 2023 PROGRAM**
- **INTERNATIONAL MANAGEMENT: CONTEMPORARY TRENDS IN SUSTAINABILITY AND DIVERSITY - MODULE AT FGV SÃO PAULO**
- **TRAINING ON THE GHG PROTOCOL METHODOLOGY**
- **ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) CONSIDERATIONS FOR C-LEVEL EXECUTIVES**



## SUSTAINABILITY TRACK OF THE PROFESSIONAL MASTER'S DEGREE IN MANAGEMENT FOR COMPETITIVENESS (MPGC)

Coordinated by FGVces, the Sustainability track of the Professional Master's Degree in Management for Competitiveness (MPGC) offers a pioneering educational pathway that integrates specialized and technical expertise on diverse sustainability topics with activities aimed at self-development (enhancing individual reflective and creative processes), interpersonal connections (encouraging dialogue and collaborative learning), and practical application (projects addressing real-world challenges selected by the cohort).

In 2023, the eighth class commenced, comprising 22 individuals. They enrolled in the class initiated in 2022 (T7), which was composed of second-year students, and in 2024, they concluded the program with the designation of master. In 2023, the total number of graduates was 22 (T5 and T6).

Applied Works, required for course completion, consist of public studies and publications that are accessible for consultation and use by society. They can be found [here](#).

To gain further insights into the program, please click [here](#).



Disciplines integrate practical experimentation with the cultivation of specialized and technical knowledge

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Eduardo Diniz

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Guarany Osório

Gustavo Fernandes

Isleide Arruda Fontenelle

Jussara Jéssica Pereira

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Jorge Soto

Livia Pagotto

Vicente Góes

**COORDINATION AND ASSISTENCE**

Mario Monzoni

Fernanda Carreira

Mayara Souza

## SHORT-TERM TRAINING PROGRAMS FOR KNOWLEDGE DISSEMINATION

To disseminate the knowledge developed and organized by FGVces research teams, three short-term training courses were offered in 2023: two focused on “Emissions Management and Carbon Pricing” and one on “ESG Investment Analysis in Practice.”

Over the course of 16 hours, the programs drew around 150 attendees, deepening their understanding of sustainability-related topics and their connections, especially in relation to the business agenda.

In pursuit of a policy designed to promote diversity and inclusion, 14 full scholarships (100%) and nine partial scholarships (50%) were granted based on racial and income criteria.

### GENERAL COORDINATOR

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### EXECUTIVE COORDINATOR

Fernanda Carreira

### TRAINING TEAM AND PROFESSORS

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Carolina Palazzini

Gabriela Alem Appugliese

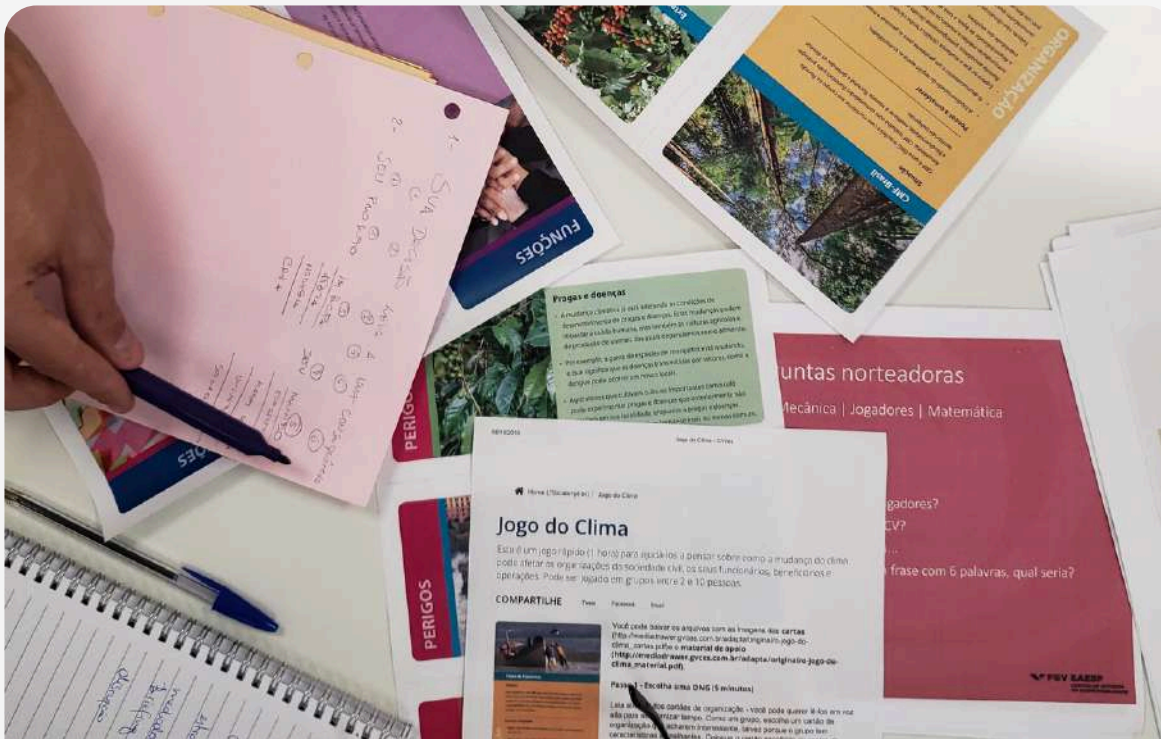
Guilherme Borba Lefèvre

Lucas Cesilla

Mayara Alves

### EXTERNAL PROFESSOR

Juliana Agostino



## APPLICATION OF THE GAME "CELSIUS - THE 2 DEGREE CHALLENGE" WITHIN THE PROGRAM CEO 2023

Developed by FGVces in collaboration with Fabiano Onça Games, the board game "Celsius – the 2 Degree Challenge" aims to promote and facilitate the coordination of corporate initiatives to reduce greenhouse gas (GHG) emissions, thereby limiting the rise in global temperature to 2°C above pre-industrial levels.

In 2023, the educational resource was implemented in a class of executives participating in FGV's CEO 2023 Program (C Level) to foster engagement regarding climate change and the necessity for collaborative and coordinated efforts to address this challenge.

The event took place in person in São Paulo and featured a debriefing session regarding the outcomes and experiences, along with a discussion on climate change and its implications for business management. A total of 42 individuals participated.

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 Gabriela Alem Appugliese  
 Guarany Osório  
 Guilherme Borba Lefèvre  
 Lucas Cesilla  
 Marta Russo Blazek  
 Mayara Alves

### EXTERNAL RESEARCHER

Fabiano Onça

### FUNDING

FGV IDE (C Level)

### PARTNER

Fabiano Onça Games



## INTERNATIONAL MANAGEMENT: CURRENT TRENDS IN SUSTAINABILITY AND DIVERSITY - MODULE AT FGV SÃO PAULO

Over the course of a week, postgraduate students from Germany's HFU Business School took part in a series of classes and activities at FGV EAESP. It was facilitated and organized by FGVces, which designed a 20-hour program to present the Brazilian economic scenario in general and, specifically, the socio-environmental agenda.

The eight classes covered topics related to economics and business in Brazil, challenges and opportunities in the Amazon, bioeconomics, climate change and social entrepreneurship. There was also a field trip to an Atlantic Forest reserve, Parque das Neblinas, located in Mogi das Cruzes (SP).

As a result, the class of 18 students and two teachers were able to develop a broader vision and a more sensitive approach to questions about the Brazilian context, particularly in terms of the economy, politics and sustainability. The learning experience also generated reflections on the different ways of living, the diverse social realities and the role of managers in this context.

### TRAINING TEAM

Beatriz Moraes  
Fernanda Carreira

### PROFESSORS

Edgard Barki  
Daniela Gomes  
Guilherme Casarões  
Ricardo Meirelles

### GUEST LECTURERS

Fernando Assad  
Luciana Villa Nova  
Mônica Barroso

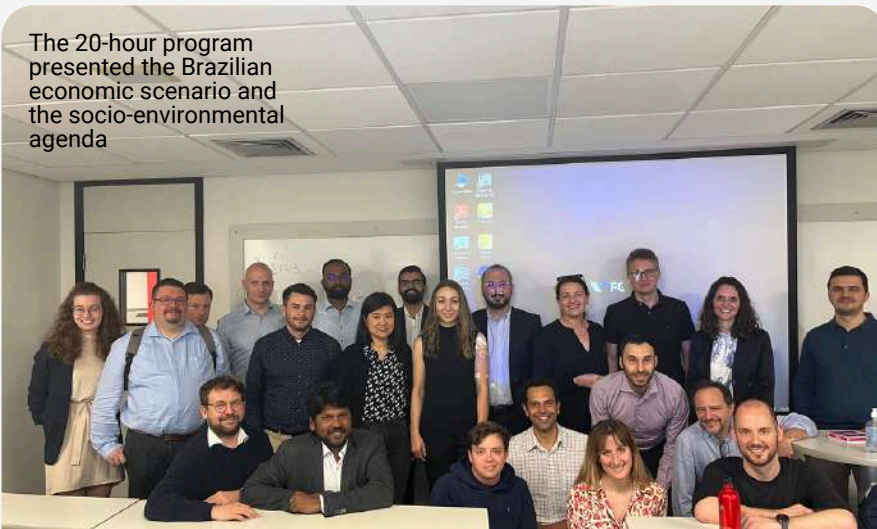
### PARTNER

Global Affairs FGV

### FUNDING

HFU Business School

The 20-hour program presented the Brazilian economic scenario and the socio-environmental agenda



## TRAININGS ON THE GHG PROTOCOL METHOD

The Brazilian GHG Protocol Program (PBGHG) is responsible for adapting the GHG Protocol method to the Brazilian context and developing calculation tools for estimating greenhouse gas (GHG) emissions.

In 2023, FGVces carried out in-company training on the method for the organizations C&A, the Mato Grosso do Sul Environment Institute (Imasul) and Stellantis. Through lectures and practical exercises, people were introduced to climate science and the context of the agenda, learned about the principles of accounting and preparing GHG inventories, and learned how to quantify their emissions and manage them with a view to reducing them.

As a result, the training expanded the skills of the participants in dealing with issues related to the preparation of corporate GHG inventories, with an emphasis on data collection and verification. Each class was attended by between 20 and 35 people. In the case of the training with Imasul, staff from the State Secretariat for the Environment, Development, Science and Technology and Innovation (Semadesc) and environmental consultants from the region also took part.

### GENERAL COORDINATOR

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### EXECUTIVE COORDINATOR

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### TRAINING TEAM AND PROFESSORS

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Guilherme Borba Lefèvre

### GUEST LECTURERS

George Magalhães

Ricardo Dinato

### FUNDING

C&A

Mato Grosso do Sul

Environment Institute (Imasul)

Stellantis

### PARTNER

FGV In Company



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) ASPECTS FOR C-LEVEL

This training program was developed especially for CTG Brasil with the aim of raising awareness, leveling knowledge and offering a space for dialogue and reflection on issues related to sustainable development and its implications for management and business strategy.

The program consisted of 10 classes and was developed for people in leadership positions in the company, who learned and dialogued about corporate social responsibility, sustainable development and ESG; diversity and inclusion; climate change; biodiversity and ecosystem services; value chain management; among other topics.



The program was developed for CTG Brasil and consists of 10 lessons

### GENERAL COORDINATOR

Mario Monzoni

### EXECUTIVE COORDINATOR

Fernanda Carreira

### MANAGER

Gabriela Alem Appugliese

### TRAINING TEAM AND PROFESSORS

André Pereira de Carvalho  
Daniela Gomes  
Guilherme Borba Lefèvre  
Natalia Lutti Hummel Wicher



### GUEST LECTURERS

Caroline Rodrigues  
Luis Felipe Bismarchi  
Marcelo Ferretti  
Ricardo Baitelo  
Samuel Barreto

### FUNDING

CTG Brasil



Primeira lei no Brasil que dá direitos a um rio é aprovada em município de Roraima, na Amazônia



O rio Laje em Guajará-Mirim (RO) foi reconhecido como um ente vivo e sujeito de direitos.

Primeira lei no Brasil que dá direitos a um rio é aprovada em município de Roraima, na Amazônia



O rio Laje em Guajará-Mirim (RO) foi reconhecido como um ente vivo e sujeito de direitos.

# CORPORATE MANAGEMENT

- **“INICIATIVAS EMPRESARIAIS” (BUSINESS INITIATIVES) | 2023** [CLICK HERE](#)



Between workshops, immersions and debates, there were 29 hours of events at the iEs in 2023

## “INICIATIVAS EMPRESARIAIS” (BUSINESS INITIATIVES) | 2023

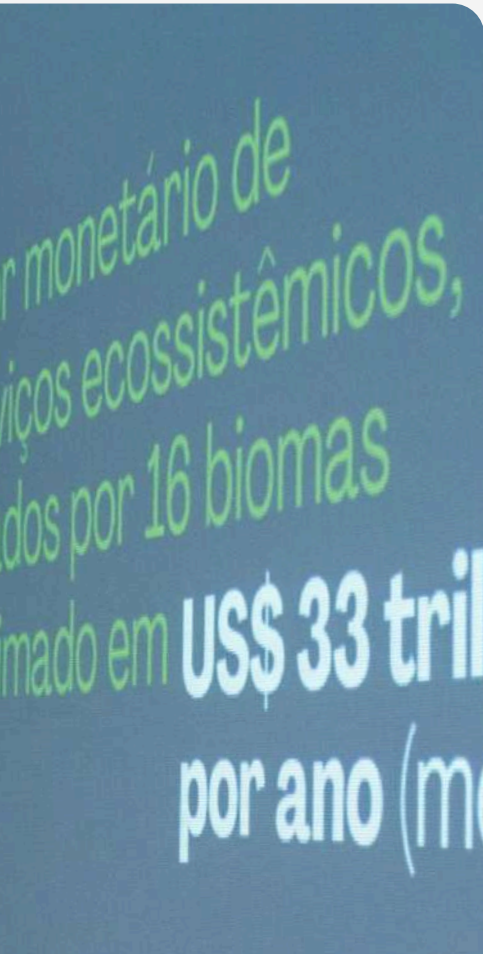
Coordinated since 2010 by FGVces, the Iniciativas Empresariais (iE) (Business Initiatives) network brings together companies interested in accessing, producing knowledge and exchanging experiences on the advances and challenges of business management for sustainability.

In 2023, 13 organizations joined the thematic cycle “Integrating business strategies on climate and biodiversity”. The group exchanged experiences, participated in experimentation activities and round tables, and took part in dialog spaces led by leading experts:

- Annelise Vendramini (FGVces)
- Caio Vassão
- Cleia de Araujo Souza (Instituto Ecofuturo – Parque das Neblinas)
- Fabio Scarano (UFRJ)
- Felipe Arango (TNFD Global)
- Frineia Rezende (Diretora TNC Brasil)
- Gustavo Veloso Breviglieri (FGVces)
- Ludovino Lopes (lawyer and consultant)
- Natalia Lutti Hummel Wicher (FGVces)
- Paulo Groc (Instituto Ecofuturo – Parque das Neblinas)
- Rafael Chaves (Biota Síntese project and Secretaria Estadual do Meio Ambiente)
- Rodrigo Lima (Agroicone)



Representatives from 13 organizations held talks throughout the year on business strategies on climate and biodiversity



There was an open meeting, three technical panels, an immersion (called Jornada Empresarial), a meeting for the exchange of experiences between companies, a meeting in the form of a “laboratory” for experimentation and reflection on the organizational changes needed for the integrated management of complex challenges and, finally, a Business Forum, making up a total of 29 hours of events. The immersion took place in person at FGV EAESP and at Parque das Neblinas (Mogi das Cruzes - SP).

At the end of the cycle, the lessons learned were systematized and gave rise to the publication “Biodiversity's Turn: Mapping Agenda Movements, Climate Connections and Business Action”, made available as a public good to all interested parties.

To find out more about the Iniciativas Empresariais and access their content, click [here](#).

### GENERAL COORDINATOR

Mario Monzoni

### EXECUTIVE COORDINATOR

Guarany Osório

### RESEARCH TEAM

Gabriela Alem Appugliese

Guarany Osório

Marta Russo Blazek

Natalia Lutti Hummel Wicher

### FUNDING

AEGEA

Banco do Brasil

BASF/ Fundação Espaço Eco

Bradesco

Braskem

CPFL

Gerdau

JBS (couros, seara, corporativo)

Leroy Merlin

Mineração Taboca

Petrobras

Smurfit Kappa

TIM

### PARTNERS

Bootstrap Communication and Consulting (Caio Vassão)

FGV In Company



# LIFE CYCLE THINKING

- EL AGUA NOS UNE
- FROM CRADLE TO GATE: CARBON FOOTPRINT OF LIGHT DUTY VEHICLES MANUFACTURED IN BRAZIL



## EL AGUA NOS UNE



To expand corporate water management, the project includes training cycles. On the right, project launch event

The project began in 2018 and was designed to promote water management in Brazilian companies, using the water footprint as a tool. In the first cycle, which ended in 2021, the three participating Brazilian companies developed impact studies and action plans to reduce the water footprint of their products.

The new phase, launched in 2023, established the following activities: (1) Support for the implementation of strengthened public policies and evidence-based decision-making; (2) Expansion of corporate water management; (3) Generation of knowledge, exchange of information and experiences on the efficient use of water in Brazil.

The companies involved in this second cycle of the project are: Amanco Wavin, Aquapolo, Companhia Brasileira de Alumínio (CBA) and São Salvador Alimentos (SSA). There was a training cycle on the water footprint for 30 people nominated by the organizations and a second round of training, on the water footprint and SDG 6, for another 70 people from 28 organizations. After the training, with the support of FGVces experts, the companies began studying their water footprint and collecting data on their processes.

In terms of generating knowledge and exchanging information, it is also worth highlighting an online event, attended by more than 400 participants, on the implementation of the initiative in Brazil and Latin America and the importance of the water footprint in corporate management. Watch it [here](#). To find out more about the project, click [here](#).



Companies calculate their  
Water Footprint

#### GENERAL COORDINATOR

Mario Monzoni

#### EXECUTIVE COORDINATOR

Guarany Osório

#### RESEARCH TEAM

Juliana F. Picoli

Layla N. Lambiasi

Letícia M. Gavioli

#### FUNDING

Agencia Suiza para el Desarrollo  
y la Cooperación (COSUDE)

#### COMPANIES

Amanco Wavin

Aquapolo

Brazilian Aluminum Company  
(CBA)

São Salvador Foods (SSA)

#### PARTNERS

ACV Brasil

UN Global Pact - Rede Brasil  
Rede Empresarial Brasileira de  
Avaliação de Ciclo de Vida  
(Rede ACV)



## FROM CRADLE TO GATE: CARBON FOOTPRINT OF LIGHT DUTY VEHICLES MANUFACTURED IN BRAZIL

Developed as part of Line V of the Mover project (formerly Rota 2030), the project coordinated by FGVces in partnership with the School of Mechanical Engineering at the State University of Campinas (Unicamp) aims to determine the carbon footprint of light vehicles manufactured in Brazil, from the extraction of raw materials to the manufacture of the vehicles in the assembly plants, i.e. from cradle to the factory gate.

For this purpose, it will involve the assessment of up to eight vehicles representative of the Brazilian sector, the development of a Carbon Footprint (CP) calculation tool to be made available to the Brazilian automotive sector and other players involved, and training on Life Cycle Assessment (LCA) and CP calculation.

The project was approved in June and launched on October 26, during Rota Tech 2030, an event organized by FUNDEP with the participation of 527 representatives from industry, Science and Technology Institutes (ICTs), startups, sector entities and the government. Find out more [here](#).

### GENERAL COORDINATOR

Mario Monzoni

### EXECUTIVE COORDINATOR

Guarany Osório

### RESEARCH TEAM

Alissa Guttman  
 André Carvalho  
 Cecília Cerantola  
 Cecília Guizzo  
 Constance Land  
 Eugênia Vale  
 Juliana Picoli  
 Kim Sena  
 Layla N. Lambiasi  
 Letícia M. Gavioli  
 Lucas Cesilla  
 Luis Vasconcellos  
 Mariana Gonçalves

### EXTERNAL RESEARCHERS

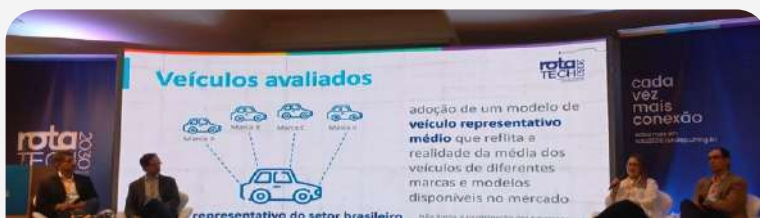
Arnaldo Walter (UNICAMP)  
 Carla Cavaliero (UNICAMP)  
 Diogo Tavano (UNICAMP)  
 Joaquim Seabra (UNICAMP)  
 Leonardo Pastre (UNICAMP)  
 Paulo Lima (UNICAMP)  
 Rafael Mosquim (UNICAMP)  
 Ricardo Abreu (UNICAMP)

### FUNDING

Fundação de Desenvolvimento da Pesquisa – Fundep, Rota 2030 MOVER - Linha V: Biocombustíveis, Segurança e Propulsão Veicular.

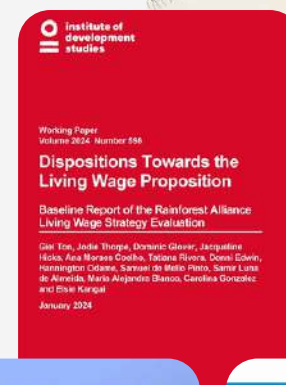
### PARTNERS

Faculdade de Engenharia Mecânica da Universidade Estadual de Campinas (FEM/UNICAMP)



## ACADEMIC PRODUCTION

## PUBLICATIONS



## ACADEMIC RESEARCH

### Papers

Monzoni, M.; Seabra, J. Do berço ao portão: quantificar para gerenciar. Revista Engenharia Automotiva e Aeroespacial - EAA/SAE BRASIL, n° 98, pg. 30 – 33, abr-jun. 2023. <http://arquivos.saebrasil.org.br/revistaEAA/98/index.html>

Carreira, F. C., Barretto, R., Santiago, I., & Brunstein, J. (2023). Ensino remoto em tempos de pandemia: oportunidades para uma aprendizagem transformadora. RAE-Revista de Administração de Empresas, 63(1), 1-21. <https://doi.org/10.1590/S0034-759020230106>

Carreira, F. C., Appugliese, G. A., Barretto, R., & Monzoni, M. (2023). Agora tudo on-line: análise da migração de uma disciplina baseada na aprendizagem transformadora. GVCasos - Revista Brasileira de Casos de Ensino em Administração, 13, 1-17. <https://doi.org/10.12660/gvcasosv13nespeciala2>

### Working papers

Yamahaki, Camila; Marchewitz, Catherine (2023): Collaborative investor engagement with policymakers: Changing the rules of the game?, DIW Discussion Papers, No. 2051, Deutsches Institut für Wirtschaftsforschung (DIW), Berlin. <http://hdl.handle.net/10419/276293>

### Conference proceedings

Breviglieri, G. V., & Yamahaki, C. (2023). "Corrida de revezamento de empreendedores políticos: uma análise do processo legislativo do RenovaBio utilizando o Modelo de Múltiplos Fluxos." Anais do Encontro Brasileiro de Administração Pública - X EBAP. [https://sbap.org.br/ebap-2023/anais/documento\\_final-43.pdf](https://sbap.org.br/ebap-2023/anais/documento_final-43.pdf)

Pinto, S.M.; Coelho, A.M.; Silva, M.B.; Lambiasi, L. (2023). Adaptação às mudanças climáticas na prática: construção coletiva de ações de adaptação por agricultores familiares no Cinturão Verde de São Paulo. Anais do XII Congresso Brasileiro de Agroecologia, Rio de Janeiro, 2023.



## COMMUNICATION AND MOBILIZATION

### DIGITAL COMMUNICATION

The studies, technical notes, methodologies and other products resulting from the projects are disseminated mainly through FGVces' digital channels, which are frequently updated with news, videos, posts and other communication materials.

Dissemination is done strategically, in line with the objectives of the projects, and meets three major premises: scientific basis, simple language and impact generation. To ensure effective communication, the specificities of the different audiences are also taken into account throughout the process.

#### WEBSITE

Updated continuously, the FGVces website provides information on all projects (ongoing, continuing and completed), as well as sharing news and information about the organization. The library area is another highlight, as it contains all the Center's studies, books, articles, reports and other productions.

**+ 137,000 website views**

**+ 3.8 thousand downloads of studies and reports**

#### SOCIAL MEDIA

In 2023, FGVces produced a high volume of content for social networks with the aim of disseminating the knowledge produced in the projects and contributing to the public debate on the major issues on the agenda.

##### LinkedIn

240,000 impressions

26,300 interactions

##### Instagram

1 million total impressions

46,900 profile views

12,600 interactions

##### Facebook

32,400 total impressions

47,800 interactions

##### YouTube

382,000 views



## PRESS

In 2023, the FGVces team was sought out by the press to explain and analyze facts on the socio-environmental agenda, which indicates the credibility and recognition of the Center's researchers as sources of knowledge.

The press was also approached by the knowledge dissemination team, which acted strategically to publicize FGVces and its projects, as well as to suggest opinion articles to contribute to the debate on environmental issues.

In total, 153 reports and articles mentioned FGVces.

## TOP STORIES

Notícia • Economia

### FGV lança projeto para capacitar pequenas empresas fornecedoras de multinacionais em ESG

Programa 'Ancorando Cadeias de Valor Sustentáveis no Brasil' visa também produzir relatórios sobre práticas e criar comunidades



Por Luiz Filipe Santos  
01/07/2023 13:00

NA AGENDA DA AGRICULTURA

### Pesquisa da FGV inclui Manaus na agenda da agricultura urbana e periurbana

O resultado do levantamento irá fomentar um documento norteador nos processos de planejamento urbano e agricultura que será divulgado em Brasília

Robson Adriano  
ori@fgv.br  
17/04/2023 às 13:38  
Atualizado em 10/06/2023 às 15:20

NEGÓCIOS

### Greenwashing: Quando o discurso e a prática de uma empresa não combinam

Descompasso entre discurso pró-sustentabilidade e prática pode custar caro para empresa



Modo

### Depois de problemas, banco cria governança para projetos de crédito de carbono

Depois de ter corrigido critérios de carbono cujo projeto foi acusado de irregularidade, banco expandiu o programa e criou uma comissão com due diligence mais profunda

Por Eliada Marques  
@eliadamq



Economia • ESG

### Salário digno envolve engajamento de fornecedores

Preço pago pelo fabricante de chocolate Dengo a produtores de cacau pode chegar a 145% acima do mercado

Por Ricardo Bortolotto — São Paulo



AGROPECUÁRIA • PLANETA EM TRANSIÇÃO

### Agricultura urbana ainda engatinha, mas pandemia trouxe municípios para a agenda

Novo levantamento da ONU mostra concentração em Sudeste e Sul; prática é mais sustentável por produzir alimento perto do consumidor



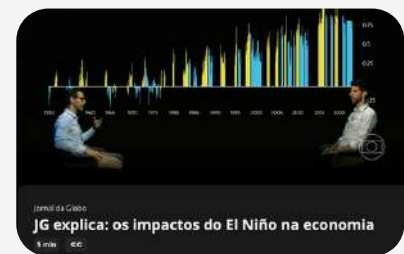
13 set. 2023 às 09:30  
Atualizado em 11 set. 2023 às 20:17

QUINTA, 09/10/2023 09:28

CBN Madrugada - Entrevista

### Projeto de lei fecha portas para agropecuária no mercado de crédito de carbono

O professor Guarany Osório, pesquisador do Centro de Estudos em Sustentabilidade da FGV-SP, explica que os setores industrial e energético têm metodologias consolidadas para medir as emissões de carbono, diferente da agropecuária. Em entrevista ao CBN Madrugada, ele ressaltou que o setor poderia entrar no mercado de crédito de carbono de maneira gradual, o que foi afastado pelo Senado.





## PARTNERS AND FUNDING

### PARTNERS

ACV Brasil  
 Associação Brasileira de Saúde Coletiva (ABRASCO)  
 Bootstrap Comunicação e Consultoria – LTDA/ME  
 (Caio Vassão)  
 Casa do Rio  
 Climate Strategies (Reino Unido)  
 Coordenação das Organizações Indígenas da  
 Amazônia Brasileira (COIAB)  
 Ecotoré - Serviços Socioambientais  
 Fabiano Onça Games  
 Faculdade de Engenharia Mecânica da Universidade  
 Estadual de Campinas (FEM/UNICAMP)  
 Fondo Acción  
 Frankfurt School - UNEP Collaborating Centre for  
 Climate and Sustainable Energy Finance  
 Fundação Oswaldo Cruz (Fiocruz - Ceará)  
 Greenomy  
 Grupo de Estudos, Pesquisa e Extensão  
 Socioeconômica da Amazônia (GEPESA – UFOPA)  
 Institute for Climate Protection, Energy and Mobility  
 (Alemanha)  
 Instituto Alemão de Pesquisa Econômica (DIW  
 Berlim)  
 Instituto Clima e Sociedade (iCS)  
 Instituto Internacional de Educação do Brasil (IEB)  
 Instituto Itaúsa

Laboratório de Dinâmicas Territoriais da Amazônia da  
 Universidade Federal do Pará (LEDTAM – UFPA)  
 Ministério do Desenvolvimento Agrário e Agricultura  
 Familiar (MDA)  
 Ministério do Desenvolvimento e Assistência Social,  
 Família e Combate à Fome (MDS)  
 Ministério do Meio Ambiente e Mudança do Clima  
 (MMA)  
 Ministério Público Federal  
 Ministério Público Federal – Amazonas  
 NatureFinance  
 NewClimate Institute (Alemanha)  
 Participatório em Saúde e Ecologia de Saberes  
 (Fiocruz - Ceará)  
 Rede Brasil do Pacto Global  
 Rede Empresarial Brasileira de Avaliação de Ciclo de  
 Vida (Rede ACV)  
 Rede Transdisciplinar da Amazônia (RETA)  
 Secretaria de Sustentabilidade, Resiliência e Bem-  
 estar e Proteção Animal (SECIS) de Salvador  
 Sociedade para a Pesquisa e Proteção do Meio  
 Ambiente (SAPOPEMA)  
 TEEB Agricultura & Alimentos / PNUMA  
 The Climate Change Center - Institute of Technology  
 Bandung (Indonésia)  
 The Energy and Resources Institute (Índia)  
 Uma Concertação pela Amazônia  
 Universidade Federal do Oeste do Pará (UFOPA)  
 University of Cape Town - Energy Research Centre  
 (África do Sul)  
 Vivid Economics (Reino Unido)

## FUNDING

AEGEA  
 Agencia Suiza para el Desarrollo y la Cooperación (COSUDE)  
 Banco do Brasil  
 BASF/ Fundação Espaço Eco  
 Bradesco  
 Braskem  
 C&A  
 Cargil  
 Charles Stewart Mott Foundation  
 CPFL  
 CTG Brasil  
 Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection  
 FGV  
 FGV EAESP  
 FGV EDESP  
 FGV IDE (C Level)  
 Fundação de Desenvolvimento da Pesquisa – Fundep, Rota 2030 - Linha V  
 Gerdau  
 Gordon and Betty Moore Foundation  
 HFU Business School

Instituto Clima e Sociedade (iCS)  
 Instituto de Meio Ambiente do Mato Grosso do Sul (IMASUL)  
 Instituto Itaúsa  
 Instituto Orizon  
 Instituto Votorantim  
 International Climate Initiative (IKI)  
 JBS  
 Leroy Merlin  
 Mineração Taboca  
 NatureFinance  
 OMA Ativos Ambientais  
 Petrobras  
 Smurfit Kappa  
 Stellantis  
 TEEB Agricultura & Alimentos / PNUMA  
 TIM  
 Tinker Foundation  
 União Europeia  
 WWF-Brasil  
 + 434 member companies of the Brazilian GHG Protocol Program

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 Angel Batista de Souza  
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 Francisca Dionéia Ferreira

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 Giselle Pinheiro de Oliveira  
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 Guarany Ipê do Sol Osório  
 Guilherme Borba Lefèvre  
 Guilherme Horta de Souza Lima  
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 Nina de Almeida  
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 Taís Faria Brandão de Arteaga  
 Thiago Eugênio Rosan Gerardo  
 Wilde Itaborahy Ferreira





SÃO PAULO SCHOOL OF  
BUSINESS ADMINISTRATION  
*Center for Sustainability  
Studies*